

DEPARTMENT OF THE NAVY  
OFFICE OF THE SECRETARY  
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OCPM C10  
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SECNAV INSTRUCTION 12410.24

From: Secretary of the Navy

Subj: CIVILIAN LEADERSHIP DEVELOPMENT

Ref: (a) 5 CFR Part 410

Encl: (1) Civilian Leadership Development Continuum  
(2) Charter for Department of the Navy Civilian  
Leadership Board

1. Purpose. To establish the framework for Civilian Leadership Development (CLD) for the Department of the Navy (DON).

2. Background. The CLD is a critical issue facing DON. As the Department deals with the challenges of downsizing, force restructuring, changing technology, underrepresentation of women and minorities, and changes to Services' roles and missions, it is imperative that Civilian managers be prepared to plan for the future and effectively manage human and material resources.

3. Policy. The DON CLD framework goal is to improve the leadership skills and competencies of all civilian managers. The CLD establishes guidelines that serve as the framework for the design of activity and command programs which provide leadership training to civilian employees at the GS-9 through GS-15 and equivalent levels: The framework will serve as the benchmark for evaluating existing programs and making appropriate modifications, if necessary. The cornerstone for CLD is mentoring, training, and developmental assignments. Each CLD participant is required to have a mentor and an Individual Leadership Development Plan (ILDP). Therefore, the following policies apply:

a. Our leadership diversity will reflect our work force diversity. Equal opportunities for leadership training and development shall be extended to all employees, without regard to race, color, sex, religion, national origin, age, and mental or physical disabilities.

b. Naval activities and Marine Corps commands will invest sufficient resources to ensure that interested employees are afforded the opportunity to acquire the leadership competencies at the appropriate time in their career progression. Enclosure (1) lists the leadership competencies and their definitions.

Enclosure (1)

C. Leadership development needs will be identified in conjunction with the performance appraisal process. Civilian employees will be given the opportunity to acquire the appropriate leadership competencies, as defined in enclosure (1), on the basis of an ILDP which is developed in concert with the employee's supervisor and mentor. Use existing individual development plan formats if they address the competencies identified in enclosure (1).

d. Acquire the leadership competencies described in enclosure (1) through various formal and informal methods such as training courses, rotational/developmental assignments, participation in working groups, and assignments to specific projects. Identify all methods of how the competencies are acquired in the employee's ILDP. Give employees an opportunity to participate in training and development assignments across DON as well as in external organizations.

e. Possession of leadership competencies will be considered in the selection for supervisory and managerial positions. They must be reflected as knowledge, skills, and/or abilities in vacancy announcements when such announcements are issued, and applicants will be encouraged to address how they acquired the individual competencies.

f. Consistent with reference (a), the Civilian Leadership Board (CLB), which is representative of the civilian leadership in the Department, will monitor and evaluate the CLD. Enclosure (2) is the charter of the CLB.

#### 4 Responsibilities

a. The Assistant Secretary of the Navy (Manpower and Reserve Affairs) has overall responsibility for CLD with principal support provided by the Deputy Assistant Secretary of the Navy (Civilian Personnel Policy/Equal Employment Opportunity). The Under Secretary of the Navy chartered the CLB to assist in this effort.

b. The CLB will advise and assist in the development of CLD, as well as oversee its implementation by Naval activities and Marine Corps commands.

c. The Director, Office of Civilian Personnel Management (OCPM), is responsible for program support and guidance, following direction from the CLB. The Director, OCPM, is also responsible for monitoring and assessing overall-program effectiveness.

d. Naval activities and Marine Corps commands will establish CLD programs, provide adequate program resources, issue appropriate guidelines, and disseminate information to the entire work force. Access to training and development opportunities will be extended to employees from other DON activities whenever possible. Naval activities and Marine Corps commands may enter into partnership with other commands in order to maximize the leadership development opportunities for their employees. Echelon 1 and 2 commands will ensure that CLD implementation is included as an area assessed during Inspector General and other command reviews. Naval activities and Marine Corps commands will ensure that:

(1) Senior military and civilian leaders foster leadership development, guide the development of employees seeking senior positions, and serve as effective role models.

(2) Supervisors provide guidance to employees as well as be part of the development of the ILDP.

(3) Employees are personally responsible for charting their development in consultation with supervisors and mentors and for taking the developmental actions to attain the leadership competencies.

(4) Mentors provide advice and guidance, assist with networking, and participate in the development of the employee's ILDP.

5. Action. Echelon 1 and 2 commands will ensure that the policy and procedures outlined in this instruction are implemented throughout their claimancy within 6 months of the date of this instruction.

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